COACH TUBERVILLE FOR GOVERNOR

COACH TOMMY TUBERVILLE FOR GOVERNOR

BACK TO BASICS

THE GOLDEN AGE PLAYBOOK

How Coach Tommy Tuberville will govern.

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1 BRING THE JOBS HOME

2 AFFORDABILITY

3 EDUCATION

4 SMALLER GOVERNMENT MEANS LOWER TAXES

5 SAFE STREETS AND SAFE HOMES

6 INFRASTRUCTURE

7 HEALTH CARE

WHERE WE START

A LETTER FROM COACH

For nearly 40 years, I built teams for a living. For the last six, I've represented Alabama in the United States Senate. Both jobs taught me the same thing. You win by getting the basics right: the right people in the right places, a clear assignment for everybody, and accountability for results, starting with the man at the top.

Alabama has momentum. Last year was the best year for new investment in our state's history. Our fourth graders went from dead last in the nation in math to 32nd. Defense and aerospace keep growing across North Alabama, and President Trump and I fought to bring Space Command home to Huntsville.

But we're not where we ought to be. Only about 57 percent of Alabama adults are working or looking for work, one of the lowest rates in America. Too many young people graduate and leave the state. Too many small towns are losing their employers and their hospitals. The states around us are outworking us, and I don't like losing.

And too many families are working harder and still falling behind. Groceries, power bills, insurance, and child care keep climbing, and paychecks haven't kept pace. I'll eliminate the state tax on groceries, cut the state income tax in my first term, and make sure no family's power bill goes up so a big company can plug in. What matters is what's left in your pocket after you pay your bills.

State government has gotten comfortable, too. Too many agencies. Too many boards nobody can explain. Too much waste. Too many people in Montgomery who can give you ten reasons something can't be done and not one way it can. I'm not running to manage Montgomery. I'm running to change it.

In the Senate, I have stood with President Trump and with the men and women who wear the badge. I have fought for immigration enforcement, American workers, career and technical education, and rural hospitals. I'm bringing those fights home, along with the beliefs I've always had: faith in God, the strength of the family, the value of every life, the Second Amendment, and the idea that what you earn belongs to you.

I also learned that money from Washington is never free. It was yours before it was theirs, and it always comes with strings. I'll measure state government by one thing: whether the people it serves are better off.

President Trump says America's golden age has begun. Alabama should lead it. Back to Basics means state government does the few jobs that truly belong to it and does them well. Keep you safe. Teach your children. Keep the lights on and the roads open. Spend your money like it's yours. Then get out of the way.

This book lays out the values every decision will be measured against, and the seven priorities where we'll spend our time and your money, starting with the one that matters most: good jobs.

If you remember two things, remember these. I will bring good jobs to every corner of this state, so more Alabamians can work, earn a good living, and raise a family right here at home. And I will make state government smaller and give you the savings back in lower taxes.



"I'm not running to manage Montgomery. I'm running to change it."

IF YOU REMEMBER TWO THINGS

1. I will bring good jobs to every corner of this state, so more Alabamians can work, earn a good living, and raise a family right here at home.
2. I will make state government smaller and give you the savings back in lower taxes.

"WHAT MATTERS IS WHAT'S LEFT IN YOUR POCKET AFTER YOU PAY YOUR BILLS.

WHERE WE START

ALABAMA VALUES

Alabama is not California, and it never will be. We don't need Montgomery to do more. We need it to do the right things well, stand up for the values that built this state, and then get out of the way.

WHAT WE BELIEVE

FAITH, FAMILY, AND LIFE	FREEDOM	SECOND AMENDMENT	LAW AND ORDER	LIMITED GOVERNMENT	GOOD, HIGH PAYING JOBS

THE WOKE MOB DOESN'T GET A VOTE IN ALABAMA.

No DEI in state government or our schools. No men in women's sports. No gender ideology in any classroom. No tax dollars for abortion. And no apologies for our faith.

HOW WE'LL GOVERN

These values are the standard. Every bill we sign and every dollar we spend will be measured against them.

1 THE PEOPLE COME FIRST

Every decision starts with one question: will this make life better for the people of Alabama? Not for Montgomery, not for Washington, and not for whoever is asking for the favor.

2 DO THE BASICS, AND DO THEM WELL

Before the state takes on anything, we ask: is this the state's job, and can we do it better than the families, churches, businesses, and towns already doing it? If not, we stay out of it.

3 IT'S YOUR MONEY

Every dollar the state spends was earned by somebody else. No state tax increases, period. Cut the waste, give back what government doesn't need, and never treat money from Washington as free.

4 KEEP SCORE

Judge every agency by what it delivers, not what it spends. Every program gets an owner and a number. If it doesn't work, we fix it or end it, and the score goes where everybody can see it.

5 LAW AND ORDER

Protecting innocent people is the first duty of government. Back the men and women who wear the badge, enforce every law, including immigration law, and put violent criminals where they belong.

6 PARENTS ARE IN CHARGE

Parents raise children, not the government and not activists. Parents choose how their children are educated and see what they're taught. Schools teach reading, math, and America's story, and we will keep indoctrination out of the classroom.

7 WORK PAYS

There is dignity in work. Our schools should prepare every student for a good job, our policies should reward work, and we should expect work from those who can. Alabamians get the first shot at the jobs taxpayers help create.

8 BUILD ON WHAT BUILT ALABAMA

Farming, forestry, mining, manufacturing, defense, and aerospace built this state and still carry it. We recruit new industry every day without forgetting the industries that got us here.

9 GROWTH PAYS ITS OWN WAY

We welcome investment, but economic development isn't handing a company whatever it asks for. Investors get clear rules and fast answers. In return, they pay the costs they create, and Alabama families never pick up the tab.

10 LEAD LIKE A COACH

Set the standard, recruit good people, give everyone a clear assignment, and hold everybody accountable, starting with the Governor. "We've always done it that way" is not a reason.

BRING THE PRIDE BACK

SEVEN PRIORITIES

Alabama is a great state, and it's time we said so.

Others want to talk Alabama down, like it's something to be ashamed of. Not me. We build the cars the world drives and the rockets that fly to space. We grow the food and timber this country runs on, and we send our sons and daughters to defend it. We're great, but we can always do better, and we will. Every priority in this book serves that goal.

1	**BRING THE JOBS HOME** The most aggressive jobs machine in America.	PAGE 5
2	**AFFORDABILITY** Lower costs, lower taxes, more money in your pocket.	PAGE 9
3	**EDUCATION** Every student life ready.	PAGE 11
4	**SMALLER GOVERNMENT MEANS LOWER TAXES** Cut government. Save money. Cut taxes.	PAGE 13
5	**SAFE STREETS AND SAFE HOMES** Back the badge, lock up violent criminals, and protect our kids.	PAGE 15
6	**INFRASTRUCTURE** Build what growth runs on. No more roads to nowhere.	PAGE 17
7	**HEALTH CARE** Care where it's needed, at a price families can afford.	PAGE 18

STATUS CHECK: WHERE WE'RE WINNING

$14.6B
in new investment last year, a state record

32nd
in fourth grade math, up from dead last

2nd
lowest cost of living in America

2nd
lowest property taxes in America

Winning projects isn't enough. We keep winning big projects, but paychecks haven't caught up. The typical Alabama household still earns less than 80 cents for every dollar the typical American household earns, and that gap is no smaller than it was in 1993. Announcements don't pay the bills. Paychecks do.

STATUS CHECK: WHERE WE'LL DO BETTER

47th
in adults working or looking for work

44th
in household income

49th
in eighth grade math

47th
in eighth grade reading

47th
in health outcomes

62 of 67
counties short of primary care doctors

5th highest
combined sales tax in America, charged on groceries too

8
rural hospitals closed or converted in the last fifteen years

HOW TO READ THIS BOOK

Every commitment is marked with when it happens.

DAY ONE	By executive order or directive, no new law needed	FIRST BUDGET	Funded in the first budget
FIRST SESSION	A bill in the first legislative session	THIS TERM	Done by the end of the first term

THE MOST AGGRESSIVE JOBS MACHINE IN AMERICA.

BRING THE JOBS HOME 1

Alabama is going to run the most aggressive economic development operation in America: one that never sleeps, never stops recruiting, and never loses a deal it should win.

People don't care about org charts. They care about jobs, paychecks, and building wealth for their families. That's what we'll keep score on.

President Trump is working to bring manufacturing home to America, and Alabama will be first in line for every plant, every supplier, and every good job that comes with it. As Governor, I'll be the state's closer, every day, for every county.

WHAT COACH WILL DO

WIN EVERY DEAL

DAY ONE	**The Governor is the closer.** Every major prospect gets a named owner, a deal clock, and the Governor on the phone. No company that wants to come to Alabama waits on a callback.
FIRST SESSION	**The strongest incentives in America.** Rewrite the incentive laws before they expire, so Alabama can beat anybody for the jobs we want most. Every deal is tied to wages and rural counties, a closing fund wins the deals that come down to the wire, and companies pay the money back if they break their promises.
FIRST BUDGET	**Sites ready before the companies call.** Certified industrial sites with water, sewer, roads, and power in place, rural counties first, built with private developers wherever we can, and old industrial land in our cities put back to work.
DAY ONE	**Bring headquarters to Alabama.** Alabama ranks 44th in household income, and higher paying jobs are how we raise it. A team in the Governor's jobs operation goes after corporate headquarters and the professional jobs that come with them, in every region, not just Birmingham.
DAY ONE	**Take care of who's here.** A desk in the Governor's jobs operation just for Alabama companies that want to grow at home, and a full court press to bring the suppliers of our biggest plants here, not across the state line.
FIRST SESSION	**The easiest state in America to build in.** No red tape, no runaround, no government nonsense. Permits come with deadlines, written answers, and a public tracker, and if an agency sits on your application, it answers to the Governor.
DAY ONE	**Private sector first.** If a road, site, training center, or broadband line can be built with private money and private know how, then that's what we use. Public private partnerships do the building. The state sets the rules and keeps score.

A GROWTH PLAN FOR EVERY REGION

We'll pick the industries where Alabama can lead the country, put everything the state has behind them, and go after them region by region, so every part of the state gets a shot at good jobs.

SECTOR	WHAT ALABAMA HAS	WHAT WE'LL GROW
AEROSPACE, DEFENSE, AND SPACE	Redstone Arsenal and NASA in Huntsville, Fort Rucker, Maxwell Air Force Base, the Anniston Army Depot, aircraft built in Mobile, and Space Command on its way.	**The companies that follow Space Command, new missions for our bases, and the engineers and technicians they need.**
AUTOS AND ADVANCED MANUFACTURING	Four automakers, in Huntsville, Lincoln, Montgomery, and Tuscaloosa County, and the suppliers and metals plants that feed them.	**Their suppliers here, not across the state line, the next big plant, and the factories coming home from overseas.**
STEEL AND METALS	Steel mills from Decatur to Mobile, iron pipe in Birmingham, and a new aluminum mill in Baldwin County.	**More of the parts our plants buy, made here from Alabama metal.**
SHIPBUILDING AND SUBMARINES	Shipyards in Mobile building ships and submarine modules for the Navy, and a new factory in Cherokee making parts for Navy submarines.	**More Navy and Coast Guard work for our yards and factories, and the welders, machinists, and shipfitters to do it.**
LOGISTICS AND DISTRIBUTION	A 50 foot channel at the Port of Mobile, finished in 2025, an inland port opening in Montgomery in 2027, and another planned for Decatur.	**Distribution centers and new shipping lines, so Alabama becomes the hub that helps fix America's supply chains.**
FOREST PRODUCTS	About 23 million acres of timberland, among the most in America.	**New mills and more wood products made here instead of logs shipped out, and bridges that can carry a loaded log truck.**
FOOD AND FARMING	Poultry, peanuts, cotton, cattle, and catfish.	**More of what we grow processed right here, and sold to the world through the Port of Mobile.**
HEALTH CARE AND LIFE SCIENCES	UAB and Southern Research in Birmingham, and HudsonAlpha in Huntsville.	**The research done here turned into companies that stay here.**
PHARMACEUTICALS	Eli Lilly's $6 billion medicine plant coming to Huntsville, with 450 permanent jobs.	**The suppliers that follow Lilly, and more of America's medicine made here instead of overseas.**
HEADQUARTERS AND PROFESSIONAL JOBS	Banks and insurers in Birmingham, engineers in Huntsville, and the second lowest cost of living in America.	**Corporate headquarters and higher paying professional jobs in every region, not just Birmingham, to raise household incomes, with low costs and low property taxes as the pitch.**
SPORTS AND TOURISM	A record 29.2 million visitors in 2025 who spent $24.9 billion, plus college football, Talladega, the Robert Trent Jones Golf Trail, and our Gulf beaches.	**More big games, tournaments, and events, and the hotels, restaurants, and jobs that come with them.**
NEW GROWTH	Energy, technology, and the plants coming home from overseas.	**First in line for every new industry, with sites ready and power on a clock.**

PUT ALABAMA BACK TO WORK

We've talked about Alabama's low work rate for as long as I can remember. It's still a problem, and I'm tired of hearing about it. We're going to fix it, and we won't rest until we do.

DAY ONE	**Fix it and keep score.** A public goal of 60 percent, a monthly scoreboard, and one test for every program: hired, at what wage, and still working a year later?
DAY ONE	**If you can work, you should.** Enforce the work requirements for able bodied adults without children that President Trump signed into law, and connect every one of them to a job, training, or service.
DAY ONE	**Hold SNAP accountable.** Alabama's SNAP error rate is 9.5 percent, and under new federal law, states that get it wrong pay part of the benefits. Our share could run as high as $174 million a year. Get the error rate under 6 percent and the state pays nothing. We'll get the payments right in the first year, leveraging efficiencies where they help, and get people working.
FIRST SESSION	**Make every raise count.** Today a working mom can get a raise that puts her just over the income limit for child care help, and she loses all of it at once. That help can be worth more than the raise, so she ends up worse off for working harder. The Family Affordability Act phases the help down gradually as her pay goes up, so every raise counts.

WORKFORCE DEVELOPMENT

Education and workforce development are two different jobs. Our schools get our kids life ready. Workforce development gets Alabamians of every age trained, hired, and promoted into the jobs Alabama is creating right now. Companies go where the workers are, and Alabama is going to have them.

FIRST BUDGET	**Training that ends in a paycheck.** Apprenticeships and short credentials built with employers, for jobs that exist right now, with state training dollars tied to the wages the jobs pay. President Trump's new Workforce Pell grants need the Governor's approval for each program. I'll approve the ones that lead to real jobs, fast.
FIRST BUDGET	**Our community colleges lead the way.** Our community colleges become the backbone of workforce training in Alabama, for high school students getting a head start and for adults starting over, with apprenticeships and short credentials for jobs that exist right now.
DAY ONE	**Train for the jobs we're recruiting.** Every industry in our growth plan gets a training pipeline before the plant opens: welders and shipfitters on the coast, technicians and engineers in North Alabama, machinists for our auto plants, and linemen and electricians in every region.
DAY ONE	**Employers at the table.** Every training program is built with the employers who will hire its graduates, and judged by whether its graduates get hired. President Trump has set a goal of a million new apprentices across America, and Alabama will do more than its share.

SPEED TO POWER. PROTECT THE RATEPAYER.

The next wave of jobs runs on electricity, and President Trump has made American energy dominance a national mission. Alabama will lead it with a simple deal: we'll get power to new jobs faster than any state in America, and families and small businesses will never pay for somebody else's power plant.

DAY ONE

Appoint Alabama's first Secretary of Energy. The new energy law puts a Secretary of Energy over the Public Service Commission, and the next Governor makes the first appointment. Mine will answer for one job above all: affordable, reliable power for the families who pay the bills, while we win the next wave of jobs. One front door for every large project, published response times, and a public report card on all of it.

FIRST SESSION

Speed to power. A fixed clock for decisions on new power plants and power lines, with state and federal permits reviewed at the same time, the way President Trump is speeding up permits in Washington. A State Energy Bank with up to $1 billion in bonding power pulls in federal and private dollars to build the lines and plants growth needs, and the big users pay it back.

FIRST SESSION

Protect the ratepayer. Residential customers come first. Base rates are frozen until 2029 under the new energy law, and the Family Affordability Act extends that freeze. No family or small business will pay a single cent more because of a data center or any other big user. And when rates are on the table, my Secretary of Energy will call hearings under oath, so every increase gets justified in public.

FIRST SESSION

A new deal for data centers. I'm changing how Alabama treats data centers. No more tax breaks. They go in the highest property tax class, pay the full cost of the power lines, substations, and water systems they need, and replace the power and water capacity they take. Local communities decide whether a data center is right for them, and if your community says no, my answer is no. The new tax money goes to career tech in our schools, law enforcement, and tax cuts for families.

THIS TERM

American energy dominance starts here. Natural gas, coal, hydro, and nuclear for the long run. Coal helped build this state and still keeps the lights on, and we'll stand with the families who work in it. As President Trump pushes to build new nuclear power across America, Alabama will be ready to host it.

HOW YOU'LL KNOW WE DELIVERED

60%
labor force participation by the end of the first term, up from 56.8% today: more than 130,000 more Alabamians in the workforce

$20 billion
in new investment built and hiring this term, counted when it's real, not when it's announced

67 of 67
counties gaining jobs this term, not just the big metros

LOWER COSTS, LOWER TAXES, MORE MONEY IN YOUR POCKET.

AFFORDABILITY 2

Ask any family in Alabama what keeps them up at night, and you'll hear the same thing: everything costs too much. Affordability is the biggest issue in this race, and it's going to be a test for everything state government does.

In Alabama, two working parents with two kids need about $99,000 a year before taxes just to cover the basics. For a lot of families, the math doesn't work.

No governor can set the price of bacon or gasoline. But state government can quit making things more expensive, and it can go after the costs it touches. Here's where a family's money goes, and what we'll do about each one. Every idea follows the same rules as the rest of this book: no new taxes, no new bureaucracy, and no promises we can't pay for.

WHAT COACH WILL DO

WHERE AN ALABAMA FAMILY'S MONEY GOES

What it costs each year to cover the basics for two working parents and two children

COST	PER YEAR	WHAT WE'LL DO ABOUT IT
Transportation	$16,229	Better roads and frozen fees on tags and titles
Child care	$15,463	End the raise penalty and keep the child care tax credits for employers and providers
Housing and utilities	$13,040	Property tax relief for seniors, bring down insurance, and protect family power bills
Income and payroll taxes	$13,006	Cut the state income tax, and no state tax increases
Food	$12,737	Eliminate the state grocery tax
Health care	$11,464	More competition, care based on need, plain prices, and less fraud
Other necessities	$8,801	
Civic life and recreation	$6,547	
Phone and internet	$2,170	Finish rural broadband so every family has a choice

Source: MIT Living Wage Calculator for Alabama. Taxes are income and payroll taxes on the income it takes to pay for the rest.

WHERE ALABAMA FAMILIES FEEL IT MOST

5th highest
combined sales tax in America, charged on groceries too

$16,640
a year for two young kids in child care, more than a typical house payment

$7,540
a year out of a worker's paycheck for family health coverage, more than the national average

THE FAMILY AFFORDABILITY ACT

One bill in the first session, aimed at what's left in your family's pocket after you pay your bills.

1. **Eliminate the state grocery tax.** No more state sales tax on the food you feed your family.
2. **Cut the state income tax.** The rate comes down in steps over the first term, every step paid for.
3. **Lower family power bills.** Extend the base rate freeze, and lower family power bills.
4. **Property tax relief, starting with seniors.** A freeze on property tax increases on a senior's home, and a better annual cap.
5. **End the child care raise penalty.** Help phases down as pay goes up, so every raise counts.

THE KITCHEN TABLE

FIRST SESSION

Eliminate the state grocery tax. Alabama has the fifth highest combined sales tax in America, and families pay it on food. The Family Affordability Act eliminates the state tax on groceries, with schools protected.

THIS TERM

Cut the state income tax. The rate comes down in steps over the first term, every step paid for with audited savings from a smaller state government and real growth, never borrowed money. Chapter 4 shows how.

DAY ONE

Freeze new agency fees. Fees on tags, titles, and licenses are taxes by another name. New fees stop on Day One, every rule and fee that adds to what families pay gets audited, and every existing fee justifies itself within a year or goes away.

YOUR HOME AND YOUR POWER BILL

FIRST SESSION

Property tax relief, starting with seniors. A few years ago, some homeowners watched their property tax bills jump in a single year. The state's annual cap on assessment increases runs out in 2027. We'll improve it, starting with a freeze on property tax increases on the home a senior citizen lives in, written with the counties so it protects seniors without breaking local budgets.

FIRST BUDGET

Bring down homeowners insurance. Alabama families pay some of the highest homeowners insurance premiums in the country. Expand the Strengthen Alabama Homes fortified roof program, hold insurers to the discounts the law already requires, and bring more insurers in to compete, especially on the coast.

FIRST SESSION

Lower family power bills. Alabama families pay the third highest average power bill in America, mostly because of our long, hot summers. As I said in Chapter 1, the Family Affordability Act we will extend the base rate freeze, and reduce family power bills so that no family pays a cent more because of a data center, and any hearing on rates will be taken under oath.

CHILD CARE AND HEALTH CARE

FIRST SESSION

Child care working families can count on. For two young children, child care costs more than a house payment. The Family Affordability Act phases out child care help gradually instead of cutting it off when a parent gets a raise, and we'll keep and grow the tax credits that help employers and providers create more child care before they expire.

FIRST SESSION

Health care you can afford. More competition by reforming certificate of need around what patients need instead of protecting turf, telehealth that brings the doctor to you, real prices posted in plain English, and every health dollar protected from fraud. Chapter 7 has the plan.

HOW YOU'LL KNOW WE DELIVERED

0%
state tax on groceries, eliminated by the Family Affordability Act

Lower
state income tax by the end of the first term, every step paid for

Frozen
property tax increases on the homes senior citizens live in

Not a cent
added to a family's power bill because of a data center

EVERY STUDENT LIFE READY.

EDUCATION 3

We have got to get our kids LIFE READY. Every Alabama child deserves the chance to succeed in life, and our schools will be judged by one thing: whether they get them there.

I started out as a high school teacher and coach, and I spent my whole career working with young people. Here's what I learned. Our kids shouldn't just be college ready or career ready. They should be **LIFE READY**: able to read, write, and do the math, ready to work, and ready to build a good life right here in Alabama.

Alabama has already shown what success looks like. Reading and math laws with real teeth moved our fourth graders from the bottom of the country to the middle of the pack. But the gains stop at middle school, where our eighth graders rank 49th in math. We'll protect what's working, fully fund First Class Pre K, finish the job in middle school, and hold everyone accountable for results.

WHAT COACH WILL DO

FIRST BUDGET	**Fully fund First Class Pre K.** Alabama's Pre K meets all 10 national quality benchmarks, but only about 4 in 10 four year olds get a seat, and thousands of families are on waiting lists. We'll fully fund it, so every family that wants a seat can get one.
DAY ONE	**Lead from the chair.** The Governor presides over the State Board of Education, and this Governor will show up with an agenda: back to basics, the middle school push, backing for teachers who remove a disruptive student, and no indoctrination in any Alabama classroom.
FIRST SESSION	**Carry what works into middle school.** Extend the reading and math laws through eighth grade, with reading and math coaches, proven curriculum in every classroom, and tutoring paid for by results.
FIRST SESSION	**Make every student LIFE READY.** Every student identifies a career interest by the end of eighth grade and chooses a path by the end of tenth grade: college, the military, or a skilled trade. Core subjects come first, and every path is built with the employers who will do the hiring and aimed at the jobs Alabama is creating right now.
FIRST SESSION	**Credentials that pay.** Alabama will soon require every graduate to show they're ready for college or a career. We'll make that count: an industry credential makes the list only if it leads to a good job in today's market, and it counts toward college credit wherever it can.
FIRST SESSION	**Enforce A to F accountability.** We will enforce the A to F accountability reforms, holding administrators and teachers accountable for results. One clear definition of an A school, a report card parents can read, rewards for schools that improve, and real authority to turn around schools that keep failing. Every education dollar gets judged by results.
FIRST BUDGET	**Expand school choice to every family.** Starting in 2027, every Alabama family can apply for the CHOOSE Act, whatever their income. We'll fund it so the money follows the child, run it cleanly, and publish the results. And we'll make the most of President Trump's new federal scholarship tax credit, because no child should be trapped in a failing school.
FIRST SESSION	**Put parents in charge.** Parents' rights go in the state constitution. Gender ideology comes out of every classroom in every grade, and explicit books come out of kids' sections in our libraries. And we'll enforce the laws that keep DEI out of our schools and men out of women's sports.
FIRST SESSION	**Pay great teachers to stay in the classroom.** A career ladder so our best teachers can earn more by leading and training other teachers, starting in the middle schools that need them most.
DAY ONE	**Keep score in public.** Scores, pathways, credentials, and how many graduates are working a year later, posted by county, so every parent and employer can see what's working and who's accountable.

THE ALABAMA LIFE READY ACT

One bill in the first session that holds everyone accountable for getting our kids life ready.

1. **Students.** A career interest identified by eighth grade, a path chosen by tenth, and a diploma that means something.
2. **Parents.** In charge of their children's education, with the right to see what's taught and to choose their school.
3. **Teachers and administrators.** A to F accountability enforced, with rewards for results and consequences when schools keep failing.
4. **School boards.** Real authority, and a real deadline, to turn around any school that keeps failing.
5. **The state.** Reading and math laws carried through eighth grade and fully funded, credentials that pay, and results posted by county.

CAREER TECH IN OUR SCHOOLS

Career tech starts in our schools and keeps going after graduation. Students explore careers in middle school, identify an interest by eighth grade, choose a path by tenth, and earn a credential or college credit before they graduate. Then our community colleges and employers take it from there, as part of the workforce plan in Chapter 1.

FIRST SESSION

Revitalize career tech in every high school. Welding, electrical, nursing, machining, and more, with every program brought up to the jobs Alabama is creating right now, modern equipment, and instructors from industry.

FIRST BUDGET

Regional technical centers. Districts share welding bays, nursing labs, and lineman yards instead of each building their own.

FIRST BUDGET

College credit for every junior and senior. Dual enrollment is paid for, so every junior and senior can earn college credit or a credential before graduation.

FIRST BUDGET

A straight line to our community colleges. High school career tech lines up with community college programs, so students keep going without starting over.

DAY ONE

Employers at the table. Every program is built with the employers who will do the hiring, with internships and apprenticeships for students who want to start early.

DAY ONE

Judged by paychecks. Every program reports how many students earn a credential that pays and are working a year later, posted by county.

WHEN ALABAMA STUDENTS ARE LIFE READY, ALABAMA SUCCEEDS.

HOW YOU'LL KNOW WE DELIVERED

Every family
that wants a First Class Pre K seat gets one; about 4 in 10 four year olds are served today

Top 25
in the nation in fourth and eighth grade reading and math by the end of the first term; eighth grade math is 49th today

95%
of third graders meeting the state reading bar by the end of the first term, up from about 88% today

Every student
with a career interest by eighth grade and a chosen path by tenth

CUT GOVERNMENT. SAVE MONEY. CUT TAXES.

SMALLER GOVERNMENT MEANS LOWER TAXES

4

Government grows one agency, one board, and one program at a time, and almost nothing ever goes away.

More than 450 boards and commissions meet in Montgomery, and state government has added more than 1,000 workers since 2021. President Trump showed that Washington can be cut down to size. Montgomery can too.

Smaller government means lower taxes. Every dollar we save gets audited, and every audited dollar goes back to the people who earned it.

WHAT COACH WILL DO

A SMALLER, SMARTER STATE GOVERNMENT

DAY ONE

Clear lines of accountability. On Day One, every executive agency under the Governor's authority will operate within a clear chain of accountability to the Governor. Agency heads will remain responsible for carrying out the administration's priorities, improving efficiency, and delivering results. The Governor's leadership team will coordinate agency operations, eliminate duplication, streamline services, and hold agency leaders accountable for measurable performance. Within 90 days, each agency will publish a strategic plan with public performance measures focused on improving services and reducing costs.

THIS TERM

Combine agencies that do the same work. At least a dozen agencies merged into larger departments by the end of the first term, under a public plan with a clear process. Alabama has done this before: ALEA brought 12 state law enforcement agencies under one roof. Arkansas folded 42 agencies into 15 departments in 2019.

HOW WE'LL COMBINE AGENCIES

DAY ONE
Clear lines of accountability.
For every agency under the Governor's authority, by executive order.

FIRST 90 DAYS
Audit every agency.
What it does, what it costs, and where it overlaps.

YEAR ONE
A public plan.
Every merger named, what it saves, and the bills.

THIS TERM
Mergers done in law.
One at a time, with services running the whole way.

No one loses a benefit, a license, or a service in the changeover. We shrink by not filling jobs people leave, with layoffs only as a last resort.

DAY ONE

The efficiency order. Executive Order Number One does three things. On Day One, it starts an audit of every agency, grant, and contract in the executive branch. It orders a much deeper efficiency review of all of state government, due in one year, so we go into the 2028 session knowing what to save and how to save it. And it puts the State Comptroller in charge, with new technology for real time auditing. The order also freezes hiring outside public safety and direct care, enforces the ban on DEI in every agency, and posts results on a public dashboard.

DAY ONE

A significantly smaller state workforce. We'll reverse the growth of the last few years and then some, filling only a fraction of the jobs people leave until the state workforce is significantly smaller, with layoffs only as a last resort. Troopers, correctional officers, and the people who care for the most vulnerable are exempt. Teachers work for local school systems, not state agencies, and this won't touch them.

DAY ONE

Every board and commission on the table. Alabama has more than 450 boards and commissions and one of the heaviest licensing burdens in America. In the first 90 days, every board gets audited: what it costs, what it does, and when anyone last asked whether we need it. Every one makes its case in writing. Boards that can't make the case get merged or ended, working with the Legislature where the law requires it. The first to go: licensing rules that keep qualified people from working.

DAY ONE

Every contract has to perform. From Day One, every state contract in every agency carries performance terms, every time: a bonus when the work is done early and to standard, and penalties, extra services, or extra materials at no cost to the state when it isn't.

DAY ONE

Every old rule gets a second look. Every agency names at least a quarter of its rules to repeal or simplify, and no agency adds a new rule without cutting old ones first, the way President Trump is doing in Washington.

SAVE MONEY. CUT TAXES.

Here's how a smaller government turns into lower taxes. A smaller state government costs less to run. Every dollar we save gets audited and counted, and it comes back to you as a lower income tax.

FIRST BUDGET

One back office, not two dozen. Payroll, HR, accounts payable, technology, and purchasing move into shared services, and the state buys as one.

FIRST SESSION

One front door for licenses. A single platform for the state's licensing boards and one online front door for every license, while professionals keep setting their own standards.

DAY ONE

Pay electronically, and end use it or lose it. Move state payments off paper checks to stop check fraud, and let agencies send unspent money back instead of burning it before the fiscal year ends.

DAY ONE

Audit every dollar saved. Independent auditors check the savings, because we don't grade our own homework. We publish them every quarter, every audited dollar counts toward tax relief, and we estimate $150 to $200 million a year once the workforce, back office, and contract savings are fully in place.

LOWER TAXES, STARTING WITH THE INCOME TAX

Fewer agencies, fewer state jobs, and fewer bad contracts mean the state spends less. Every audited dollar we save goes toward one goal above all: a lower state income tax. That's how smaller government means lower taxes.

THIS TERM

Cut the state income tax. As I said in Chapter 2, the Family Affordability Act brings the rate down in steps over the first term, paid for with audited savings and real growth, never borrowed money, and with schools protected.

DAY ONE

No state tax increases. Period. I'll oppose every state tax increase, and I'll veto any that reaches my desk.

FIRST SESSION

Raise the business personal property tax exemption so more small shops and manufacturers stop paying tax every year on equipment they already own. Put a price tag on every new state rule, and require a legislative vote on the big ones.

THE RULES WE WON'T BREAK

1. No recurring spending on one time money
2. No tax cuts on borrowed money
3. A price on every bill before it's filed
4. No raiding the school budget to cover the General Fund, or the other way around

HOW YOU'LL KNOW WE DELIVERED

Lower
state income tax by the end of the first term, paid for with audited savings

12+
agencies merged into larger departments this term, under a public plan

Smaller
state workforce, significantly, after adding more than 1,000 workers since 2021; teachers aren't touched

$150M+
a year in audited savings once fully in place

BACK THE BADGE, LOCK UP VIOLENT CRIMINALS, AND PROTECT OUR KIDS.

SAFE STREETS AND SAFE HOMES 5

Protecting innocent people is the first job of government. When a city can't keep its people safe, that's not just a local problem. It's a state problem, and it's a national security problem.

I respect local government. Mayors, sheriffs, and police chiefs know their communities, and most days the state's job is to back them up. But when a city is losing the fight against violent crime, I won't stand by. We're going to clean up our cities.

Republican states have already shown what works. Louisiana put a state police troop in New Orleans, and last year the city had its fewest murders in half a century. Tennessee teamed up with President Trump in Memphis, with more than 10,000 arrests and more than 1,700 guns off the street. Georgia built a statewide gang unit that has won more than 140 convictions. Alabama will learn from all of them.

WHAT COACH WILL DO

SAFE STREETS

DAY ONE	**Clean up our cities.** State troopers and investigators can work anywhere in Alabama. When violent crime is out of control in a city, the state brings troopers, investigators, and resources, works side by side with local police, and stays until the streets are safe.
DAY ONE	**Partner with President Trump on immigration and the gangs.** We've been slow to use the help President Trump is offering, and that changes on Day One. ICE is ready to work with our local agencies. Every state and local agency cooperates fully with federal immigration enforcement, with more state support for the sheriffs and police departments that partner with ICE, and accountability for any that won't. We join the President's task forces against the cartels and gangs he has named as terrorist organizations, like MS 13 and Tren de Aragua, and enforce the state law that requires employers to check that new hires can work here legally.
DAY ONE	**Find where enforcement is failing, and fix it.** We map every place where the law isn't being enforced and send in troopers and investigators. A statewide gang unit, like Georgia's, takes down gangs, traffickers, and the rings behind stolen cars, copper, and retail theft.
FIRST SESSION	**The Safe Streets Act.** Truth in sentencing, so violent offenders serve the time they're given. Mandatory prison for recruiting kids into gangs. And clear authority in law for the state to back up any city fighting violent crime with troopers, investigators, and resources, side by side with local police.
FIRST SESSION	**Hold judges and district attorneys accountable.** We expect every district attorney to prosecute criminals to the fullest extent of the law, and every judge to hand down sentences that fit the crime. A public dashboard of charges, pleas, sentences, and pretrial release for violent felonies, circuit by circuit, shows voters who's doing the job.
FIRST BUDGET	**Back the blue.** Recruitment bonuses and better pay for police, deputies, and troopers, so we strengthen and grow the ranks, dozens more troopers in the first six months, and help for departments that can't fill their vacancies.
FIRST BUDGET	**Fix the prisons.** Staff them, open the new Elmore County prison the right way, and shut down the contraband phones and drones that let gangs run their business from inside. Then set a deadline in law for moving state inmates out of county jails, so sheriffs stop carrying the state's load.

HOW YOU'LL KNOW WE DELIVERED

Down 20%
violent crime in Alabama's four largest cities by the end of the first term

Zero
state inmates waiting over 30 days in a county jail; 694 were waiting on transfer this spring

Public
how every circuit's prosecutors and judges handle violent felonies

SAFE HOMES

"If you hurt a child, I have zero tolerance for you. Children can't protect themselves. Adults have to do it for them."

Alabama has already made child rape a capital crime and made app stores verify a child's age. Now we finish the job. Anyone who preys on a child in this state will be hunted down and punished to the full extent of the law.

DAY ONE	**Defend the death penalty for child rapists.** Alabama now allows the death penalty for raping a child under 12. I'll defend it all the way to the Supreme Court.
FIRST SESSION	**Stop abortion pills by mail.** Alabama's law protects unborn children, yet Alabama recorded more abortions a month in 2025 than in 2022, before Roe fell. Nearly all come from abortion pills like mifepristone, mailed in from out of state. We'll make mailing or delivering abortion pills into Alabama a felony, go after the companies and people who make and ship them, the way Louisiana and Texas have, and work with President Trump's FDA to end pills by mail.
FIRST SESSION	**Lock up child molesters.** Anyone convicted of sexually abusing a child serves every day of the sentence, with no early release, and repeat offenders go to prison for life.
FIRST SESSION	**A public registry of child abusers.** Alabama already has a public registry for sex offenders. We'll add one for anyone convicted of abusing a child, so parents, schools, churches, and youth leagues know who chose to harm a child.
FIRST SESSION	**Background checks for everyone who works with kids.** Every youth league, church program, camp, and day care checks the child abuse registry and runs a background check before anyone works with children. The bills died last session. They won't die on my watch.
FIRST SESSION	**End passing the trash.** Schools and child care employers check an applicant's past employers for abuse or misconduct before hiring, so no abuser gets quietly passed down the road.
FIRST SESSION	**Protect children in foster care.** A child the state places in a foster home has to be safe there. Every foster home is checked before a child moves in, a caseworker sees every foster child in person every month, abuse reports are investigated with law enforcement, and anyone who abuses a foster child never cares for another child in Alabama.
FIRST SESSION	**Crack down on social media.** Parents, not tech companies, are in control of their children's social media. Every platform verifies age, kids under 16 need a parent's permission for an account, parents get real tools to see who their child is talking to, set time limits, and shut it off, and companies that break the rules pay real penalties.
FIRST BUDGET	**Hunt the predators online.** Give the state's Internet Crimes Against Children unit the investigators and examiners it needs, working with President Trump's Justice Department, so people preying on kids online meet a trooper instead.
FIRST BUDGET	**A child advocacy center within reach of every county.** Every abused child gets one safe place for the interview, the medical exam, and the investigators, instead of retelling the worst day of their life five times.

PROTECTING CHILDREN FROM PREDATORS IS LAW ENFORCEMENT'S JOB. RAISING THEM IS A PARENT'S JOB. WE WON'T CONFUSE THE TWO.

HOW YOU'LL KNOW WE DELIVERED

Public
registry of convicted child abusers, passed in the first session

Every
youth league, church program, camp, and day care checking the registry before hiring

Every month
an in person visit for every child in foster care

67 of 67
counties within reach of a child advocacy center this term

BUILD WHAT GROWTH RUNS ON. NO MORE ROADS TO NOWHERE.

INFRASTRUCTURE 6

Every dollar we spend on roads, rail, ports, and broadband should do one thing: create jobs and growth. We need to build more roads instead of just putting pavement down, and no more roads to nowhere.

A trucker needs roads and bridges. A plant manager needs a rail line and a port that can move his product. A family in a small town needs clean water and a fast internet connection. A town needs all of it to keep its young people and land the next employer.

WHAT COACH WILL DO

ROADS AND BRIDGES

FIRST BUDGET

Three lane Interstate 65 first, then the rest. In year one, a funded plan and a budget to three lane Interstate 65 from the Tennessee line to Mobile. Then, every year after, we three lane more of our major interstates, in priority order. We'll coordinate the work around peak traffic times so lanes stay open when people need them most, and bring every federal dollar we can win, working with President Trump.

DAY ONE

Every project scored, and jobs count the most. Every road and bridge project gets a public score from 0 to 100, with job growth and safety weighted heaviest, a work plan for the next ten years, and a yearly list of what's still unfunded. If a project can't show its value, it doesn't get built. And we'll be ready to claim the extra federal highway money Washington hands out every year to states with projects ready to go.

THE PORT OF MOBILE

THIS TERM

Make the Port of Mobile a gold mine. The deeper channel now lets much bigger ships call on Mobile. Now we fill them: new shipping lines to more countries and continents, a Governor who sells the port on every trade mission, and inland ports tied to Mobile by rail so every corner of the state can use it.

FIRST SESSION

Our incentives, our port. Companies that get state incentives to locate here ship through the Port of Mobile, not ports in other states, whenever the business case works. And we'll strengthen the port credit so growing companies earn more for every container they move through Mobile.

RURAL BROADBAND AND WATER

FIRST BUDGET

Finish rural broadband, and hold everyone to it. Money is already lined up to reach about 92,000 homes and businesses still waiting. We'll use every technology that works, whether fiber, cable, or satellite, cut the permitting delays holding crews back, and hold every provider to its promises: miss your deadline, lose the money.

FIRST BUDGET

Water and sewer for small towns. Help small towns fix the water and sewer systems they can't afford alone, with private partners wherever possible, so they can compete for the next plant and the next family.

HOW YOU'LL KNOW WE DELIVERED

Interstate 65

a funded plan and budget to three lane it in year one, then more interstates every year after

0 to 100

a public score on every road and bridge project, starting Day One

Every home

that's waiting today connected to fast internet by the end of the first term

A new record

for containers through the Port of Mobile by the end of the first term

CARE WHERE IT'S NEEDED, AT A PRICE FAMILIES CAN AFFORD.

HEALTH CARE 7

Here's the goal: every Alabamian should be able to get good care close to home, at a price they can afford. That's it. Not protecting anybody's turf.

Too much of our health care system is built to protect the people already in it. A clinic that wants to open can wait a year or two for the state's permission while its competitors fight to keep it out, and an Alabama mother can drive halfway across the state to have her baby. That ends.

Alabama will not expand Medicaid. We'll run the program we have like it belongs to the taxpayers, because it does.

WHAT COACH WILL DO

FIRST SESSION	**Reform certificate of need.** One question decides whether a new hospital, clinic, or imaging center can open: does the community need it? Not whether a competitor wants the business. Hard deadlines, no more running out the clock, and real prices posted in plain English, so competition brings costs down.
DAY ONE	**Put my Washington relationships to work.** I know the people in Washington who run Medicaid and the new rural health program, and I'll use those relationships to bring more of those dollars home and win the freedom to run Medicaid our way. Alabama has more than $203 million coming this year from the rural health program, and every dollar goes to care, not consultants, with results published for every community.
THIS TERM	**Build more hospitals, and the industry around them.** Manufacturing jobs in rural Alabama bring the families, doctors, and nurses that keep a hospital open. It won't be a quick fix, but it's how we keep rural hospitals open for good.
FIRST BUDGET	**More doctors close to home.** Telehealth covered like an office visit, new residency slots outside the big cities, and loan repayment for doctors who stay and practice in rural Alabama.

STOP THE FRAUD. SERVE THE HONEST.

Every dollar stolen from Medicaid is a dollar that never reaches a sick child, a nursing home resident, or a rural hospital. When we stop the fraud, honest Alabamians get better care.

DAY ONE	**A Medicaid fraud strike force.** We check who is eligible and stop improper payments before they go out, not after, matching the rolls against death records, prison records, and other states' rolls, so no one gets paid twice or paid for someone who isn't here.
FIRST SESSION	**Make fraud cost more than it pays.** Providers who bill for care they never gave pay it all back with penalties and lose the right to bill the state again.
DAY ONE	**Every dollar recovered goes to care.** The state's share of every dollar we recover goes back into care for honest Alabamians: shorter waiting lists for people with disabilities, more doctors seeing patients in rural Alabama, and stronger rural hospitals. We publish what we recover every year.

HOW YOU'LL KNOW WE DELIVERED

Zero
rural hospital closures on our watch; eight have closed or converted in the last fifteen years

$203M+
in federal rural health dollars this year, every one spent on care, not consultants

Every dollar
the state recovers from Medicaid fraud goes back into care for honest Alabamians

No expansion
of Medicaid, and we run the program we have like it's your money

A NEW WAY TO RUN GOVERNMENT

WHAT HAPPENS FIRST

A governor who calls everything a priority has no priorities. Here's the order, and a new way to run state government: clear lines of accountability to the Governor, a strategic plan for every agency, and public metrics for every one of them.

DAY ONE: THE GOVERNMENT EFFICIENCY ORDERS

1. Clear lines of accountability to the Governor
2. Hiring freeze, except safety and direct care
3. An audit of every agency, grant, and contract
4. A full efficiency review, due in one year
5. The Comptroller in charge, with real time auditing
6. A strategic plan and public metrics for every agency
7. Performance terms in every state contract
8. Agency fees frozen, use it or lose it ended

ALSO ON DAY ONE

Moving fast on safety, schools, and your wallet

- State backup ready for cities fighting violent crime
- Full cooperation with ICE, and a war on gangs
- Back to basics and no indoctrination at the State Board
- The Governor as closer on every major deal
- A Secretary of Energy for the families who pay the bills
- Every rule and fee raising family costs audited
- A Medicaid fraud strike force, and SNAP payment checks

BEFORE THE SESSION

Before the Legislature convenes

- Agency heads named, every one on public metrics
- Budgets that are balanced and built on responsible governing
- The Day One audit underway, the full review due in a year
- The first bills drafted, priced, and lined up with sponsors

THE FIRST SESSION, IN PRIORITY ORDER

1. **THE BUDGETS.** Balanced, priorities funded, including the plan to three lane Interstate 65, and no recurring spending built on one time money.
2. **THE JOBS PACKAGE.** The strongest incentives in America, a new deal for data centers, and speed to power.
3. **THE FAMILY AFFORDABILITY ACT.** No state grocery tax, an income tax cut over the first term, property tax relief starting with a freeze for seniors, protection for family power bills, and no child care raise penalty.
4. **THE ALABAMA LIFE READY ACT.** A career interest by eighth grade and a path by tenth, middle school reading and math, and A to F accountability for everyone.
5. **THE PROTECT OUR KIDS ACT.** Parents' rights in the constitution, no gender ideology or explicit books for kids, background checks for all who work with kids, a public registry of child abusers, safer foster homes, a social media crackdown, and an end to abortion pills by mail.
6. **THE SAFE STREETS ACT.** Truth in sentencing, prison for recruiting kids into gangs, and state backup for any city fighting violent crime.
7. **THE PRICE TAG ACT.** A cost on every new rule, a legislative vote on the big ones, and business personal property tax relief.
8. **THE HEALTH CARE ACCESS ACT.** Certificate of need reformed around need, not turf, telehealth expanded, plain prices, and tough penalties for Medicaid fraud.

DAY 90 THE PUBLIC SCOREBOARD IS LIVE.

YEAR ONE The full efficiency review, ready for the 2028 session, a public plan to combine agencies, a funded plan to three lane Interstate 65, and the first audited savings in your pocket.

THE SCOREBOARD

HOLD ME TO IT

Talk is cheap. You can draw up the prettiest play in the world, but sooner or later somebody has to snap the ball.

So here is the scoreboard for this book: where Alabama starts, where we'll take it, and when. It starts with your family's bottom line. Hold me to it.

THE ONLY SCOREBOARD THAT MATTERS IS WHAT IS LEFT IN YOUR FAMILY'S POCKET AFTER PAYING YOUR BILLS.

THE FAMILY SCOREBOARD

Most of this passes in one bill in the first session: the Family Affordability Act.

WHAT WE MEASURE	TODAY	TARGET	BY
State tax on groceries	2%	**Eliminated**	First session
State income tax	5%	**Lower**	First term
State tax increases		**None**	Every year
Family power bills	Base rates frozen until 2029	**Freeze extended, and not a cent for data centers**	First session
Property tax increases on a senior's home	Can rise every year	**Frozen**	First session
Annual cap on property tax increases	Runs out in 2027	**Improved**	First session
Child care help when a parent gets a raise	Cut off all at once	**Phased down, so every raise counts**	First session
Health care costs	Competitors can block new care	**Certificate of need reformed around need, and prices posted**	First session
New agency fees		**Frozen**	Day One

THE FULL SCOREBOARD

WHAT WE MEASURE	TODAY	TARGET	BY
	JOBS		
Alabamians in the workforce	56.8%, 47th in America	**60%**	First term
New investment built and hiring	$14.6B announced last year	**$20B realized**	First term
SNAP payment error rate	9.5%	**Under 6%**	First year
	EDUCATION		
Four year olds in First Class Pre K	About 40%	**100% capacity for those enrolling**	First term
Eighth grade national rank, math and reading	49th and 47th	**Top 25**	First term
Third graders meeting the state reading bar	About 88%	**95%**	First term
Students with a career interest identified		**Every student, by eighth grade**	First term
Students on a chosen path		**Every student, by tenth grade**	First term
A to F accountability		**Enforced in every school**	First session

WHAT WE MEASURE	TODAY	TARGET	BY
School choice	Limited by income	**Every family**	2027
SMALLER GOVERNMENT			
Agencies with a strategic plan and public metrics		**Every one**	Day 90
Agencies merged into larger departments		**At least 12**	First term
Boards and commissions	450+	**Every one audited, justified or gone**	First term
State Workforce Reduction	About 30,400, up more than 1,000 since 2021	**Significantly Smaller / Teachers not touched**	First term
Full efficiency review of state government		**Done, ready for the 2028 session**	Year one
Audited savings	None counted	**$150M to $200M a year**	Once fully in place
SAFE STREETS AND SAFE HOMES			
Violent crime, four largest cities	Today's level	**Down 20%**	First term
inmates waiting on transfer from county jails	694	**None waiting over 30 days**	First term
Public registry of convicted child abusers	None	**In place**	First session
INFRASTRUCTURE			
Interstate 65 with three lanes each way	Some stretches	**A funded plan and budget**	Year one
More major interstates - three lanes each way	Only some stretches	**More every year, in priority order**	Every year
Homes and businesses waiting on broadband	About 92,000	**Zero**	First term
Containers through the Port of Mobile	521,431 last year	**A new record**	First term
HEALTH CARE			
Federal rural health dollars	$203M this year	**Every dollar spent on care**	Every year
Medicaid fraud recovered		**Every state dollar back into care**	Every year
Counties with a primary care doctor shortage	62 of 67	**Fewer every year**	Every year
Rural hospital closures	8 in fifteen years	**Zero**	On our watch

Wherever we can, we keep score with numbers we don't control, like federal labor data and the national report card. By Day 90, every line on these pages goes on a public scoreboard, updated as the numbers come in. Every State of the State after that will be a report card on this book.

If a program doesn't work, we'll fix it or end it. If somebody can't do the job, we'll find somebody who can. And if I fall short, you'll hear it from me first.

I hope you'll read this plan, measure it against what matters to your family, and join our team on Election Day.

God bless you, and God bless Alabama.



BACK TO BASICS

THE GOLDEN AGE PLAYBOOK

COACH TOMMY TUBERVILLE FOR GOVERNOR

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